

# **Questions to ask when Reviewing GMAP Reports**

## **Analyzing gaps, trends and differences**

- What is your theory about why this is happening?
- What explains the differences in regions, sections or shifts?
- What explains the difference between last quarter's performance and this quarter?
- How are we doing compared to our historical performance?
- Why are we above or below target?
- How much variance from target should be considered "normal"? (tolerance)
- Are there cyclical factors at work? (seasonal demand, weather, FY, etc.)
- How do we compare? (to other jurisdictions; to other agencies; to private sector)
- Have you engaged or surveyed citizens/stakeholders? What do they think?

## **Improving Results**

- What are your long and short term goals?
- What concerns do you have, or problems do you anticipate for the future?
- How can we improve (or simplify) this process?
- Can it get any better? Why or why not?
- What would make this activity more efficient or productive?
- What's your primary focus for innovation? What risks are you taking?
- What have you learned?

## **Checking for Unintended Consequences**

- What are the opportunity costs if we invest more resources here?
- Are there any negative potential consequences of increasing results in this area?
- Have we verified our data sources?

## **Telling the Story**

- So what?
- How does this activity contribute to higher level outcomes?
- How do you define success in this area?
- Why do we track this information? Who uses it, for what kind of decisions?
- How is this information shared with staff or stakeholders?

## **Making Decisions**

- What do these numbers tell us?
- How do your employees feel about the (results/problem/proposed solution)?
- What do your stakeholders think about the (results/problem/proposed solution)?
- What would it take to get to (name the goal: reduce the backlog to zero; cut the red tape; improve collections by 10%, etc)?
- What amount (or type) of resources would you need to improve this picture?  
How much improvement can we expect?
- What action would you recommend we take based on this information?
- Are these the right targets, or would you recommend a change?
- What do you need from me or other members of the management team to improve this picture?

## **Suggested uses:**

- Customize and categorize this list for your own agency's mission and management team use.
- Assign different questions or categories of questions to different players
- Keep meetings regular and open; invite other points of view
- Don't assume that because it's written down it doesn't need to be spoken aloud